



## **TERMS OF REFERENCE**

### **PROJECT MANAGER, JAMAICA INTEGRATED FINANCIAL MANAGEMENT SYSTEM (JIFMIS) PROJECT IMPLEMENTATION UNIT (PIU)**

#### **1. SERVICES REQUIRED**

The Government of Jamaica (GoJ), represented by the Ministry of Finance and the Public Service (MoF&PS) (“Contracting Authority”) is seeking to engage a qualified individual (Consultant) to provide project management services to guide the design, development and implementation of the GoJ Integrated Financial Management Information System (JIFMIS).

The key deliverable will be an integrated financial management system that which i) conforms to international best practices in government financial management information systems; ii) promotes sustainable public resource management, effective public service delivery, and open and accountable government and iii) ensures the optimization of the government’s ability to manage public funds by:

- providing a consolidated view of its operations including all assets, liabilities and investments.
- improving the quality and timeliness of financial data to monitor and improve the efficiency and transparency of government service delivery.
- facilitating the monitoring and evaluation of the fiscal responsibilities framework.
- facilitating the implementation of monetary policy and cash management.

#### **2. BACKGROUND**

In its mandate to further institutionalise the principles of responsible fiscal management and to improve fiscal transparency and efficiency in financial management the GoJ has undertaken several Public Financial Management (PFM) reforms by adopting a Fiscal Responsibility Framework (FRF) to:

- i) institute a Medium Term Expenditure Framework (MTEF),
- ii) enhance debt management legislation,
- iii) establish a Central Treasury Management System (CTMS) and
- iv) improve fiscal governance.

The public expenditure process in the GoJ is currently managed using the CTMS which is the government’s core financial management system comprising three information systems:

- i) the **Financial and Management Software (FinMan)**, which is the transaction processing and accounting system used by Ministries, Departments, and Agencies (MDAs) as a tool for budget management and execution;
- ii) the **Treasury Management Module (TMM)**, a FinMan modification which allows the Accountant General's Department (AGD) ("the Treasury") to receive and process payment requests from the MDAs; and
- iii) **CTMS Web Portal**, an interim web based system that facilitates the information exchange between FinMan and TMM.

The CTMS has been deployed since 2004 and its modules have been developed piecemeal to extend the CTMS's capabilities to conform to the growing demands of PFM reform. The ad-hoc approach in providing ICT support for government financial management has been costly and is hindering the pace of implementation of the government's ambitious PFM reform agenda. The information and communications technology (ICT) environment within which government financial systems function is changing rapidly with key stakeholders such as the Central Bank, commercial banks, Tax Administration Jamaica (TAJ), Jamaica Customs Agency (JCA), and some public bodies moving towards fully integrated Enterprise Resource Planning (ERP) solutions.

Though the CTMS has matured as a budget control and payment system, it may not be able to continue to leverage the fast-evolving technological developments in the ICT environment, to meet the growing needs for transparency and accountability of government towards its citizens.

The project will be implemented along the following tracks:

### **Track 1 CTMS Development**

The objectives of this track are to address the current deficiencies in revenue recording; increase domestic revenue; as well as strengthen revenue policy and oversight of revenue collection; and improve the receipt and processing of payment requests from the MDAs.

This will include the implementation of an upgraded version of the CTMS to a web based environment without any additional functionality by March 2019. This will be followed *inter alia* by the introduction of consolidated financial reporting and automated bank reconciliation.

The GoJ plans to extend the functionality of the CTMS by developing the Revenue Management Module (RMM), which will address the current deficiencies in revenue recording. As a first step towards the implementation of a government-wide JIFMIS, CTMS is being further enhanced to function in a web-based environment. The web-enhanced version of the CTMS will centralize the implementation of the current client-server FinMan budget execution application software used in MDAs. It will facilitate version management of the application software and the related



The interface is expected to enhance cash management, debt management and improve revenue and expenditure forecasting.

### **3. OBJECTIVES OF THE CONSULTANCY**

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The objectives of this consultancy are to:

- a. work with all stakeholders to provide effective and efficient project management, coordination and support on the orderly implementation of an JIFMIS in the Government of Jamaica;
- b. coordinate all team members of the JIFMIS Project Implementation Unit (PIU) and their tasks to ensure that work is done in the proper sequence with a minimum of time (and money) wasted, and to facilitate communication between the members of the project team;
- c. manage project scope, schedule, budget and deliverables – ensuring that the planned body of work is accomplished; changes to scope are controlled; and deliverables meet industry/GoJ's standards, where applicable;
- d. manage project risks throughout the project lifecycle.

### **4. SCOPE OF WORK**

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The Consultant shall manage and supervise the project as described in the responsibilities below:

1. Consult with Executive Project Sponsor(s), Business Process Owner(s) and other key stakeholders to gain an understanding of the objectives, goals and scope of the project;
2. Be the principal point of contact with stakeholders for the resolution of project issues relating to the JIFMIS. Where necessary, also be responsible for escalating project issues to the stakeholders with relevant oversight.
3. Manage entire project lifecycles for the implementation of JIFMIS related projects and activities using solid project management principles and methodology.
4. Manage the project team and overseeing the day-to-day activities related to the management and implementation of the Project, including, *inter alia*, procurement, project monitoring and evaluation, financial management, progress and financial reporting, and risk management.
5. Review the JIFMIS implementation within a holistic PFM reform conceptual framework in agreement with key stakeholders based on the software requirements specification (SRS) and agreed implementation plan.
6. Make recommendations based on the review and the gaps identified in order to ensure that the implementation partners (including consultants) revisit the issues and make adequate corrections or amendments to the implementation process.
7. Ensure that domain expertise is provided and direct all phases of IFMIS software implementation projects from planning, requirements gathering and gap analysis, configuration of software and data migration, user acceptance testing, training and capacity building, go live in production and post-implementation support.

8. Draft Terms of References and manage consultants, monitoring progress on deliverables under those contracts and providing feedback as necessary, and coordination of the work of the consultants consistent with the overall project implementation plan.
9. Develop a JIFMIS Implementation and Roll-Out Strategy detailing the systematic roll-out of the solution in accordance with the Jamaica's PFM Reform Action Plan II (2015-2017).
10. Supervise PIU teams in the performance of their respective duties and ensure the efficient functioning of the teams and that clear working arrangements are established for collaborating with the stakeholders on all management, financial, accounting and procurement matters.
11. Participate as a non-decision-making member in the JIFMIS Steering Committee (JSC).
12. Ensure the project is executed in compliance with the project management and implementation methodology approved by the Contracting Authority and its development partners.
13. Develop and maintain documents as required by the agreed standard project methodology as per Contracting Authority documentation management standards.
14. Prepare, or as appropriate supervise the preparation of work plans of team members.
15. Prepare/revise annual Project Implementation Plans (including Gantt Charts) and Budgets and present for approval;
16. Prepare and submit monthly progress and financial reports to the Financial Secretary and JIFMIS Implementation Committee;
17. Perform monitoring and evaluation activities focussed on better performance through transparent, credible information on outputs, outcomes and impact;
18. Establish and maintain a collaborative environment so as to provide updated information on project activities;
19. Lead communications and change management initiatives aimed at promoting a vision for the JIFMIS reform, demonstrate progress, build consensus and ownership, create confidence, and momentum;
20. Conduct periodic workshops and seminars on project objectives and activities for change management and communications initiatives;
21. Identify, assess and manage risks to the successful outcome of the project;
22. Liaise regularly with suppliers, consultants and vendor;
23. Perform procurement activities for goods and services (including preparing tendering documents, evaluation reports, Cabinet Submissions, etc.).

## **5. INPUT PROVIDED BY CONTRACTING AUTHORITY**

The Contracting Authority will make available the following information and facilities to the Consultant:

- All relevant reports, documents, and data.
- Where available, office space, furniture, and access to computers and communication facilities;
- Counterpart staff.

The Contracting Authority will provide the other members of the project team, viz a viz:

- Administrative Coordinator
- Business Analyst
- ICT System/Networking Specialist

## 6. EXPECTED OUTPUT

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The Consultant shall provide a range of deliverables categorized as “Planning and Reporting on Activities” and “Technical Deliverables” during the period of the consultancy. They are to be submitted to the DFS, Public Expenditure Policy Coordination (PXPC) by electronic mail:

The **Planning and Reporting on Activities** include the following deliverables:

1. **Inception Report.** The Consultant shall provide an Inception Report within 30 business days after commencement, produced in coordination with the DFS, Public Expenditure Policy Coordination (PXPC) for all the tasks to be undertaken by the Consultant. This shall include the approach to be adopted and timetable for the work to be undertaken to successfully deliver the expected outputs.
2. **Project Management Plan.** The Consultant shall provide the first version of an IFMIS Project Management Plan including subsidiary plans within 60 business days after commencement and should detail, *inter alia*:
  - a. Project Charter
  - b. Project Scope Statement
  - c. Cost Management Plan
  - d. Human Resource Plan
  - e. Process Improvement Plan
  - f. Procurement Management Plan
  - g. Quality Management Plan
  - h. Requirements Management Plan including *inter alia* Risk Register
  - i. Risk Management Plan
  - j. Schedule Management Plan including *inter alia* chronogram of project activities.
  - k. Scope Management Plan
  - l. Work Breakdown Structure (WBS)
3. **Project Status Reports.** The Consultant shall prepare Monthly Project Status Reports and Monthly Project Implementation Status reports on activities and progress status *vis-à-vis* the **Project Management Plan**, highlighting key milestones, progress and deviations from plan, risk register, metrics, financial status, change request history,. Monthly Reports shall be submitted to the DFS, Public Expenditure Policy Coordination (PXPC) by the 5<sup>th</sup> business day of the next month throughout the assignment.
4. **Stage Completion Reports.** The Consultant shall develop documents and reports for sign-off by relevant stakeholders, *inter alia*, Project Sponsor, Business Owners, IFMIS Steering Committee, End Users, at the end of each stage of the project lifecycle, etc.

5. **Project Acceptance.** The Consultant shall prepare the formal Project Acceptance indicating the project has met all the acceptance criteria as defined in the requirements document and project scope statement for submission to Project Sponsor(s) and Business Owner(s) that summarizes the work performed, results achieved, recommendations, as well as follow-on actions in direct relation to the original terms of reference.
6. **Lessons Learned.** The Consultant shall document and analyse the lessons learned from this project within 15 business days of final product acceptance.

The **Technical Deliverables** include the following:

1. JIFMIS implementation plan with milestones, deliverables, responsibilities, and dependencies, etc., with updates throughout the life of the project.
2. **Operational Acceptance (OA) reports:** The Consultant shall prepare the requisite end-of-stage documents for sponsorship.
3. Presentations and other reports as desired by the management and as required by standard project methodologies.

All reports should be submitted in English.

## **7. QUALIFICATIONS AND EXPERIENCE REQUIRED**

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The Consultant is required to have:

### *Qualification and Skills*

- Master's degree in Business Administration or related fields from a recognised tertiary institution, in addition to five (5) years' experience in implementing Intergraded Financial Management Information System (IFMIS) Solutions;
- Project Management Certification from an accredited project management institution.

### **OR**

- Professionally qualified accountant with current membership of a professional accounting body that is a member of the International Federation of Accountants, in addition to seven (7) years' experience implementing IFMIS Solutions;
- Project Management Certification from an accredited project management institution.

### **OR**

- Bachelor's degree in Business Administration or related fields; in addition to ten (10) years' experience in implementing IFMIS Solutions;
- Project Management Certification from an accredited project management institution.

### General Professional Experience

- Five (5) years' experience in managing Information and Communication Technology projects

## **Required Competencies:**

### *Core*

- Ability to build and manage effective teams, and to lead across multiple assignments
- Ability to demonstrate commitment to efficient and effective service delivery and client-centred focus.
- Ability to forge useful partnerships with people across functions and organisations.
- Ability to promote and maintain enabling environments for open communication, creativity and innovation.
- Ability to work effectively on own initiative.
- Advanced critical thinking, problem solving and decision making skills.
- Demonstrated ability to lead a multi-disciplinary project implementation team.
- Excellent negotiation and conflict management skills.
- Excellent strategic partnership and relationship skills.
- Fluency in English.
- Good communication and interpersonal skills.
- High adaptability and knowledge-sharing/learning capacity.
- High innovative thinking and ability to market new approaches.
- Strong customer orientation/client focus.

### *Technical*

- Comprehensive knowledge and understanding of engagement management discipline and tools
- Comprehensive knowledge and understanding organisational change in the public sector
- Excellent knowledge of governance, government machinery, operations and procedures
- Good knowledge of organisational development principles and practices
- Good knowledge of results-based programme development and management
- Proven proficiency in the use of Microsoft Office applications
- Successful track record of bringing about sustainable institutional reforms
- Successful track record of implementing and rolling-out information systems.

## **8. LOCATION AND ASSIGNMENT PERIOD**

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The Consultant is expected to be based for the most part Jamaica, and the duration initial contract is one (1) year and the expected duration of this engagement is three (3) years.

## **9. REPORTING, MONITORING AND COMMUNICATION**

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1. The Consultant shall report directly to the DFS, Public Expenditure Policy Coordination (PXPC) for the Government of Jamaica and will work closely with other key stakeholders.
2. The PIU team members shall report directly to the Consultant.
3. The Consultant will be responsible for all costs associated with
  - a. visits to stakeholders to perform the activities

- b. accommodation
  - c. logistic support including transportation services required to carry out the assignment.
4. All reports and studies produced under this assignment are the property of Ministry and cannot be published, copied, or otherwise disseminated without prior written approval from the Financial Secretary.